MOI version 5.0

Models of Impact
Gameplay Instructions

How to Play
Models of Impact

Models of Impact is a role-playing and ideation game that makes it easy (and fun!) to generate new, sustainable, business models. This toolkit walks players through a series of activities in order to simulate the process of inventing and launching a social enterprise in just four steps: LEARN, INVENT, PROGRAM, and REPORT. Thousands of Entrepreneurs, Students, Consultants, and Executives from 170+ countries have leveraged this game to imagine new business opportunities, provide a platform for professional development, learn about social enterprise, and bring real change to communities.

The game is deceivingly simple. After taking a deep-dive into the landscape of existing business models that are relevant to your areas of interest/operation, users engage in a cross-pollination of ideas that serve as the catalyst for a new product, service, or initiative. By exploring a range of ideas in an unbiased manner, you are able to understand the edges of your opportunity for impact.

To play, you will need a 20-sided die (yes, like those ones in Dungeons and Dragons). The suggested play time is 2-3 hours, and while the method can be experienced alone, it is recommended to work in a group of 3-5 for the best results. If you do not have dice, you can cut a sheet of paper into 20 pieces and draw from a bag or hat.

Learn.

During the LEARN phase, you will study the Models of Impact glossaries in order to familiarize yourself with a wide range of impact and revenue models, and then select the models you want to experiment with. While revenue models are methods for generating income for a community, impact models are methods for creating sustainable impact.

To begin the LEARN phase:

01 – Browse our glossary of impact and revenue models

02 – Familiarize yourself with the models

03 – Select 20 preferred revenue models from the glossaries

04 – Select 20 preferred impact models from the glossaries

By now, you have selected 20 preferred revenue models, as well as 20 preferred impact models. Nice job! Before we move on to the INVENT phase, you will also need to generate your own list of 20 "Other Factors".

What are "Other Factors"?

"Other Factors" describe a range of key factors that you hope to disrupt, evolve, or consider, as you design your new model. Put simply, your "Other Factors" are things that are of interest and relevance to the environment you are working within, today. As a result, "Other Factors" can be a wide range of things.

Examples of "Other Factors":

- *You/Your Team's Core Competencies or Experience (ex: "Graphic Design")*
- *Customer/Audience Demographics (ex: "Baby Boomers")*
- *Departments in Your Company (ex: "Marketing")*
- *Features of Your Existing Product/Service/Initiative (ex: "Community")*
- *Emerging Issues (ex: "The Drought in California")*
- *Emerging Technologies (ex: "Artificial Intelligence")*
- *Cultural Trends (ex: "Electronic Music")*

To complete the LEARN phase:

01 – Write down, and number, your list of 20 Revenue Models

02 – Write down, and number, your list of 20 Impact Models

03 – Write down, and number, your list of 20 "Other Factors"

Invent.

The INVENT phase is all about divergent thinking. By now, you have three lists of equal length in front of you: 20 Revenue models, 20 Impact models, and your self-generated list of 20 "Other Factors". Ensure that each list is numbered 1 through 20, for convenience and ease of reference. Next, grab that 20-sided die, and let's begin with...

ROUND 01:

01 – Roll the 20-sided die once, landing on a random number between 1 and 20.

02 – The number you land on (for example, "14"), will dictate which item on your list of **Revenue Models** you will move forward with.

03 – Roll the 20-sided die a second time, landing on a random number between 1 and 20.

04 – The number you land on (for example, "9"), will dictate which item on your list of **Impact Models** you will move forward with.

05 – Roll the 20-sided die a third time, landing on a random number between 1 and 20.

06 – The number you land on (for example, "20"), will dictate which item on your list of **"Other Factors"** you will move forward with.

Now that you have been randomly assigned one Revenue Model, one Impact Model, & one "Other Factor", you will work to invent a new product/service/initiative/program that can successfully combine all three of these factors. Take a maximum of 10 minutes to ideate, and be sure to write down your idea, or document it in some way.

ROUND 02:

The second round works just like Round 01, only now you will have to roll 2 items from each list. As a result, you will be starting from scratch in order to generate a new product/service/initiative/program that can successfully combine:

- 2 Revenue Models
- 2 Impact Models
- 2 "Other Factors"

Don't forget, the point is to think fast. Do not take more than 10 minutes to ideate, and also be sure to document your idea in some way.

ROUND 03:

In the third round, you will be challenged to connect a lot of dots. Starting from scratch again, roll 3 items from each list, generating a concept for a new product/service/initiative/program in 10 minutes or less. This new product/service/initiative will successfully combine:

- 3 Revenue Models
- 3 Impact Models
- 3 "Other Factors"

Before moving on to the PROGRAM phase, revisit all of the ideas you came up with throughout the INVENT phase, and select the one idea you would like to move forward with. Ideally, you select an idea that balances impact and revenue as equally as possible. See the diagram below for an example.

IMPACT

IDEA

REVENUE
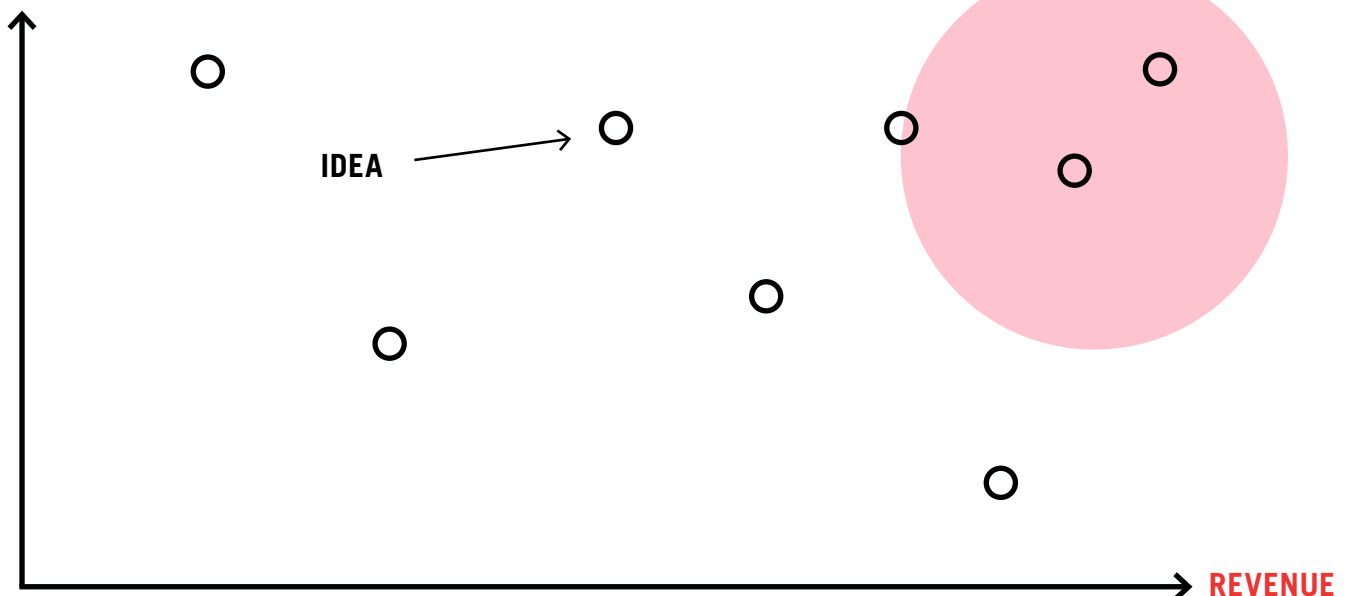
Program.

If the INVENT phase encouraged divergent thinking, the PROGRAM phase is all about convergence. Leveraging one of our two Models of Impact canvases (Lite or Robust), you will be challenged to push your idea further. Please note that under **"MOI_Resources"**, you fill find these in poster format.

Models of Impact Canvas, Lite:

The original Models of Impact canvas consists of 13 key questions across 6 topic areas, and we recommend allowing ~30 minutes to address this phase as a whole:

Impact Model(s):
What kind of impact do you want to make with this product/service/initiative/program? How do you measure your impact?

Product(s)/Service(s):
What are you creating? How do you ensure your product/ service/initiative/program works well, and creates the impact you are hoping to achieve?

Value Proposition:
What makes this product/service/initiative/program unique? What other complementary or competing products/services/initiatives exist, and why are you better?

Talent/Operations:
What kind of talent and resources will you need to realize this impact? How will you find the talent and resources you need?

Customers/Partners:
Who else will you work with to create this impact? Who won't you work with? Who are your clients, funders, and networks?

Revenue Model(s):
How does your product/service/initiative/ program fund itself? How can you incorporate multiple revenue streams?

Models of Impact Canvas, Robust:

The Models of Impact canvas consists of 11 key questions and 6 activities across 6 topic areas, and we recommend allowing ~90 minutes to address this phase as a whole:

Impact Model(s):

What kind of impact do you want to make with this product/ service/initiative/program? How do you measure your impact?

Goal Statement:

Write an inspiring, quantifiable, goal statement that captures your long term vision. What will the world look like in 10 years, thanks to this idea? Use the following prompts to further explore this.

Question: What is your organization improving or reducing?
Response: The problem we want to address is _____ .

Question: Who is most impacted by your work?
Response: Our organization will strive to serve _____ .

Question: How can your organization measure its impact?
Response: We'll keep track of our progress by measuring

_____ .

Newspaper Headline from the Future:

Imagine it is 10 years in the future, and the idea you generated today is featured on the front page of a newspaper. What does the headline say?

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Product(s)/Service(s):

What are you creating? How do you ensure your product/service/initiative/
program works well, and creates the impact you are hoping to achieve?

Visual Supplement:
Create a visual representation of your idea by drawing a quick sketch, mocking
up a prototype, or any other visual approach you prefer!

Value Proposition:

What makes this product/service/initiative/program unique?

Competitive Analysis:

Take some time to research 5-10 key players that are also operating in your space, or providing complementary.
For each of these competitors, describe your key differentiator.*

Competitor 01:	Differentiating Factor:
Competitor 02:	Differentiating Factor:
Competitor 03:	Differentiating Factor:
Competitor 04:	Differentiating Factor:
Competitor 05:	Differentiating Factor:
Competitor 06:	Differentiating Factor:

For more comprehensive instructions on how to conduct a competitive analysis, refer to the Competitive Analysis toolkit in the Give All toolkit series: http://giveall.io

Customers/Partners:

Who will you work with (externally) to make this impact? Who won't you work with?

Customer Profiles:

Use the following template to create a customer profile. Make as many as you need!

Customer Name:

Location: **Age:**   **Occupation:**

What need do you fill for them?

How do they find out about you?

Do they create impact, revenue, or both for you? Describe:

Customer Name:

Location: **Age:**   **Occupation:**

What need do you fill for them?

How do they find out about you?

Do they create impact, revenue, or both for you? Describe:

For more on how to plan a mutually beneficial partnership, refer to the Collaborative Analysis toolkit in the Give All toolkit series: http://giveall.io

Talent/Operations:

What kind of talent and resources will you need to realize this impact?
How will you find the talent and resources you need?

Organization Chart:
Draw your org chart below!

Revenue Model(s):

How does your product/service/initiative/program fund itself?
How can you incorporate multiple revenue streams?

Report.

In the REPORT phase, we challenge you to present the idea to a peer (or to a complete stranger!) for honest feedback. When it comes to pitching an idea, faculty at the USC Iovine and Young Academy have developed an amazing method known as "TOAST". The best part? It only requires five slides.

Transparency
What is the problem you've identified? Whose problem is it? Why are you or your team the right person/people to take on this project?

Opportunity
What is your idea, and how does this relate to the problem you've identified? What is the nature of your artifact?

Analysis
What else is out there, also dealing with this problem? How is your idea different?

Strategy
What would be your first/next steps in tackling this project? What resources will you require to fulfill the needs of this project, and how will you acquire those?

Transformation
What does success look like for this project? What will the world look like in 10 years, because of this project?

After sharing your idea, take the feedback to heart, and begin thinking about how you can further develop your concept and make it even more successful.

Get in touch.

We're here to help. Any questions, email info@verynice.co. Thank you for downloading Models of Impact! Together, we can change the way the world does business.

THANKS TO THE MANY COLLABORATORS AND VOLUNTEERS AROUND THE WORLD WHO HAVE MADE THE MODELS OF IMPACT PROJECT POSSIBLE. THIS IS A LABOR OF LOVE, AND WE CAN'T THANK YOU ENOUGH FOR YOUR CONTRIBUTIONS!